



# West London Zone

## HEAD OF IMPACT

## Application Pack

JUNE 2018

## 1. Introduction

West London Zone (WLZ) is a fast-growing, highly innovative social sector organisation, which works in partnership with schools and charities to achieve the best possible outcomes for children and young people in West London. In future, it has the potential for replication in other cities in the UK.

Our partner charities and organisations deliver specialist interventions, both in school and in the local community, which help to drive positive change and development in our children and young people to enable them to achieve better outcomes in life. These are planned and coordinated by our Link Workers, who are based in school settings, working with a cohort of children for a two-year programme.

**We are looking for a Head of Impact to lead the development and performance of our impact model. This includes the strategic development of our delivery model and the design and coordination of our performance management processes and systems. The WLZ team has a culture of high performance and we are seeking a dynamic individual who will work well in a fast-paced environment.**

The ideal candidate will have leadership experience, be able to mix technical and strategic aspects of programme design and performance management, and must possess the high levels of energy, integrity and creativity that this exciting role demands.

Reporting to the Chief Operating Officer (COO), the Head of Impact will provide leadership and oversight as follows:

- Lead Programme Design and Impact Model Refinement, working closely with the Head of Link Work and Head of Partnerships, to ensure the WLZ programme as a whole is designed for impact for each participant
- Lead on design, implementation and use of performance management processes, systems and data
- Oversee the development and introduction of a new management information system
- Develop Quality Assurance and Evaluation for the programme
- Oversee all processes for delivery work and any improvements
- Instilling and formalising a culture of learning with WLZ
- Document and share internal knowledge – codification of our delivery model - such that WLZ is ready for fast pace replication across the Zone.

## Key Terms

<b>Remuneration</b>	From £40,000 per annum (upwards depending on experience)
<b>Location</b>	West London
<b>Start</b>	As soon as available
<b>Contract</b>	Permanent, full-time
<b>Working hours</b>	9am to 5pm (with flexibility)
<b>Holiday</b>	25 days per annum (plus 3 between Christmas and New Year) (increases by one day per year up to max of 30 days)
<b>Accountable to</b>	Chief Operating Officer

## 2. About Us

### **Our vision**

West London Zone is an organisation that has been co-developed by our local community to deliver early intervention to improve the learning, wellbeing and character of children and young people. Our mission is that all children in our Zone arrive safe, happy and healthy in adulthood. We aim to achieve this by co-ordinating a range of local and national social sector organisations to provide support early, before problems escalate. We are inspired by the Harlem Children's Zone, the world's first Children's Zone, who pledge to do 'whatever it takes', over the whole period of childhood, to ensure children grow up well.

### **Our work**

In order that for our children to arrive in adulthood safe, happy and healthy, we have designed a 'place-based', long-term model which is: 1) Proactive; 2) Preventative; 3) Lasting.

#### 1) Proactive Identification

In partnership with schools and nurseries, we proactively identify children 'at risk', using our innovative data- and relationship-driven approach, including data we collect ourselves via 'My Voice': the WLZ survey, designed in partnership with Dartington Service Design Lab. This survey provides an in depth, holistic insight into the wellbeing of local children and young people (we have had over 1,600 responses so far this year, with over 20 risk factors measured, each predictive of negative outcomes later in life).

#### 2) Preventative Action

Our Link Workers approach children/families with a positive engagement framework to encourage participation, and then build highly professional, trusting and enduring relationships. With their Link Worker, each child/family co-designs their own tailored package of support via our partnership of over 20 local and national charities, based around their unique strengths and needs. Over the next two years, the Link Worker ensures each child/family makes the most of their support, tweaking the emphasis as necessary. Through the Link Workers and our partnership and data teams, we provide hands-on management of the charities every day so that they offer the best and most tailored support possible for each child - with impact closely monitored and measured.

#### 3) Lasting Impact

After two years, if a child has made sufficient progress, they progress from our programme, and we continue to monitor their development closely to ensure they stay on track – with the option to support them again in the future if need be.

### **Our status today**

This year, over 500 children are participating in West London Zone, across 15 primary schools, secondary schools, and nurseries. With their Link Worker, each of these children has co-designed an individually tailored package of support ensuring they get the right support at the right time, before their problems get worse.

Since 2015, we have shown not only that this innovative model is possible, but that it is capable of delivering significant impact. Ultimately, however, our aim is to empower enough children and young people to improve their lives, so that we create a "tipping point" – where, in the long run, those children

change what it means to grow up in this community.

That community – a densely populated 3-square miles around the Harrow Road with very high levels of deprivation – crosses four local authorities and includes a large number of schools and nurseries, many of whom have expressed interest in becoming part of WLZ in order to support children who they feel are not currently receiving the additional support they need.

So, over the next 5 years, we plan to support 3,000 children in partnership with a number of new schools and two further local authorities (South Brent and North Westminster; we currently work in North Hammersmith and North Kensington). If we can generate the evidence to prove that this kind of community-level change is possible, there is significant potential for our approach to be replicated in other urban communities around the country.

## **Our team**

We are a small team of highly committed and energised individuals who are totally focused on supporting the children and families we work with to improve their outcomes in life. We have a 'CLEAR' set of values that guide us in our work: Collaborative, Local, Evidence-led, Accountable and Relational. We have a huge ambition, but we are grounded in the realities of everyday frontline delivery work and effective partnership. We find that if we always put the child first in our thinking, our actions and our negotiations, we usually achieve progress.

What we are doing is challenging, but we are fiercely determined, highly motivated and completely dedicated to WLZ's long-term goal. We all have high expectations for ourselves, and everyone we work with. This is an opportunity to join an ambitious and dynamic team, which is focused on driving towards better outcomes for children and young people and evidencing impact.

## 3. Head of Impact: About the Role

### Purpose of role

The Head of Impact will drive the development and performance of our impact model. This includes the strategic development of our delivery model and the design and coordination of our performance management processes and systems.

This is a new role which starts at a crucial time in our development. We have experienced high demand for our service and have an ambitious growth plan. However, it is crucial that as we grow, we constantly improve our programme design and deliver the highest impact model possible, as well as performance manage effectively using insights and evaluation, in order to achieve the best outcomes with the children on our cohorts.

The Head of Impact will report directly to the Chief Operating Officer, and work closely with other senior delivery managers to ensure a quality service for our children – in particular the Head of Link Work Delivery, and the Head of Partnerships.

### Responsibilities

#### Programme Design and Model Refinement

- Refining the design the WLZ programme based on a rigorous and consultative process
- Document WLZ's overall impact model – summary theory of change, detailed supporting processes, and delivery requirements – working closely with the Heads of Link Work and Partnerships to ensure the documented programme is fit for delivery
- Lead annual reviews to review and improve core aspects of the model: e.g. eligibility criteria, outcomes framework, programmatic elements, dosage and balance of support, delivery standards.

#### Performance Management

- Responsible for ensuring buy-in from the Link Workers on the importance of high quality and consistent delivery for achieving outcomes.
- Lead design of performance management metrics and processes for assessing delivery and tracking children's progress
- Review core performance management metrics to analyse overall performance and progress against agreed plans
- Ensure the delivery team uses insights from WLZ's performance analysis to make ongoing improvements to delivery during the school cycle

#### Systems Development

- Define system requirements based on the performance management requirements
- Leads process for commissioning system improvements, including consultation with the delivery team, research of external solutions, development of a request for proposal, review of bids
- Lead process for implementing a new system
- Ensure smooth running of technical aspects of data and systems through effective management of the Data and Systems team.

#### Performance Evaluation

- Develops 3-5 year WLZ evaluation plan
- Lead on the internal evaluation of our programme outcomes, ensuring integrity and validity.

- Develop method for benchmarking WLZ results, prior to commissioning any external evaluations
- Lead on any external evaluation, including process for choosing a vendor and project management.

### **Leadership and Management**

- Lead the Data and Systems Team – direct line management of the Data and Systems Manager, and departmental responsibility for two Data Analysts.
- Develop impact partnership opportunities with other organisations that share our strategic aspirations.
- Represent the organisation internally and externally, and promote and represent the impact and profile of the organisation
- Responsible for preparing the impact strategy and the annual activities to deliver the strategy in line with budgets.
- Ensure strong communication within the team and across the organisation.
- Work closely with the Development Director to deliver marketing , communications and reporting plans.

## **Competencies according to WLZ core values**

### **Collaborative**

- *Positively assertive – able to enforce accountability while maintaining a relationship*
- *Empathetic and open-minded, willing to listen and learn from all stakeholders whilst striving to achieve the WLZ mission*
- *Collaborative approach to teamwork and management across levels*
- *Flexible and adaptable, as required for working in a small, start-up team*
- *Responsive to feedback*

### **Locally rooted**

- *Sensitive to the partner network dynamics*
- *Able to develop your own knowledge with regard to local provision available for children and young people and in WLZ focus areas of support*
- *Seen as a trusted leader and role model across the partnership*

### **Evidence-led**

- *High standards for yourself – consistently produce quality output of work to highest standards of accuracy and completeness, within deadlines*
- *Creative, able to propose new ideas to solving problems using analysis and evidence of methods*
- *Strong analytical skills with regard to partner joining and with regard to development of WLZ model, with clear evidence of methods to generate ideas*

### **Accountable**

- *Manage your own and others work including prioritising, planning and completing multiple tasks to deadlines without compromising quality of work*
- *Strong leadership skills*
- *Consistent management of direct reports and clear contribution to senior management leadership*
- *Able to anticipate problems, analyse the detail and deal with them quickly*
- *Able to build morale and commitment to shared goals*
- *Listens to others but showing appropriate leadership*
- *Self-starting, with ability to show initiative and explain methods*
- *Willing and able to share knowledge with regard to new, relevant initiatives*
- *Able to observe confidentiality with regard to sensitive information*

### **Relational**

- *Strong relationship skills - ability to establish and manage your own relationships with a range of stakeholders*
- *Strong marketing skills for bringing in new delivery and network partners*
- *Strong interpersonal, written and oral communication skills with different audiences*
- *Willing and confident about networking and developing new relationships*

## Person Specification

### Essential

- Degree level qualification.
- Fluent written and spoken English, with excellent presentation skills
- Experience in a senior role in impact, evaluation, data/systems, frontline delivery management or similar role in a public or third sector setting
- Experience of driving change through an organisation/ department
- Strategic leadership and management experience
- Proven ability to build and maintain relationships with a wide variety of stakeholders across settings and sectors
- Proven ability to build and maintain relationships internally across departments
- Share the passion and drive of the WLZ team to bring about a new system of support for children and young people in West London
- Self-starting, solutions-focused and willing to 'roll-up sleeves' in a small team
- Flexible and adaptable to changing landscape and evolving organization
- IT and systems competence for overseeing design and implementation of a new system
- Able to prioritise time and use initiative to manage workload under pressure
- Ready to work in a high performance, data-driven culture

### Desirable

- A connection with West London
- Experience of working in small, high growth, entrepreneurial organisations
- Knowledge of safeguarding children

As this is a new role, there is some scope to shape it around the skills and circumstances of candidates.

## 4. How to apply

- Please send a completed application form to [recruitment@westlondonzone.org](mailto:recruitment@westlondonzone.org)
- Applications received before **11pm on Thursday 12<sup>th</sup> July** will be considered
- Due to expected volume of applications, we regret to say that only shortlisted candidates will receive a direct reply. If you have not been contacted by Friday 13<sup>th</sup> July, you have not been shortlisted
- Interviews will be w/c 16<sup>th</sup> July

**Note to Applicants:** Please ensure that the first part of your application form, which requests information on your education and employment history, is fully completed. Your supporting statement in the application form should then provide us with information regarding your fit for the job as summarised in the person specification. Should you be invited to interview with the WLZ team, we will ask questions to determine your fit with the WLZ competencies, values and job responsibilities.

### **Equal Opportunities**

West London Zone is an equal opportunities employer and welcomes applications from all suitably qualified persons.

## 5. Structure of Operations Team

